

Declassified in Part - Sanitized Copy Approved for Release 2011/12/01 : CIA-RDP90G01359R000300070007-3

TO: <b>DDI</b>	
ROOM NO. <b>7E47 Hqs</b>	BUILDING <b>Hqs.</b>
REMARKS:  <b>Your copy</b>	
FROM: <b>ODDI/MPSS</b>	
ROOM NO. <b>2F42 Hqs.</b>	BUILDING

STAT



Central Intelligence Agency  
Office of the Deputy Director for Intelligence

9 SEP 1986

NOTE TO: John  
Dick

SUBJECT: Agency Job Evaluation  
and Compensation System

The memo did not ask for a response, but I  
believe we should let [redacted] know we are  
ready to play.

STAT

STAT

DDI- 04198x86

9 SEP 1986

22

MEMORANDUM FOR: Director of Personnel

FROM: Richard J. Kerr  
Deputy Director for Intelligence

SUBJECT: Agency Job Evaluation and Compensation System

I have reviewed your 31 July memorandum to Bill Donnelly on designing an Agency-unique compensation system and want to assure you of my full support to the effort. I have asked [ ] to be my representative to your task force. [ ] has also been asked to produce a listing of subject matter experts as the need arises, and will provide any other DI support needed by the task force.

STAT

STAT

STAT

[ ]

*RJ Kerr* Richard J. Kerr

ADMINISTRATIVE-INTERNAL USE ONLY

SUBJECT: Agency Job Evaluation and Compensation System

Distribution:

Original-Addressee

1-ADDI

1-DDI

1-DI Registry

1-Chrono

ODDI/MPSS  8 September 1986

STAT

ADMINISTRATIVE-INTERNAL USE ONLY

STAT

Declassified in Part - Sanitized Copy Approved for Release 2011/12/01 : CIA-RDP90G01359R000300070007-3

**Page Denied**

Declassified in Part - Sanitized Copy Approved for Release 2011/12/01 : CIA-RDP90G01359R000300070007-3

**ROUTING AND RECORD SHEET****SUBJECT:** (Optional)**FROM:**William F. Donnelly  
Deputy Director for Administration

NO.

STAT

DATE

**TO:** (Officer designation, room number, and building)**DATE**

RECEIVED

FORWARDED

**OFFICER'S  
INITIALS****COMMENTS** (Number each comment to show from whom to whom. Draw a line across column after each comment.)1. Deputy Director for  
Intelligence  
7E44 Hqs Bldg.

2.

3.

MPS

4.

5.

6.

7.

8.

9.

10.

11.

12.

13.

14.

15.


✓

Dick:

1. Following the DCI's recent statement before the SSCI about our initiative with respect to our compensation system, OP has moved out briskly. Please note paragraph 3 of the attached memorandum wherein the ADP occupation is mentioned. You may recall that several months ago an OIT task force looked at banding the ADPers. This was discussed with DO/IMS and then ASG.

2. The remainder of the attached memorandum describes a much broader effort which will play out during the next year or so.

STAT

  
 William F. Donnelly
**Attachment:**Memo re Design of New Agency  
Job Evaluation and Compensation  
System

ADMINISTRATIVE - INTERNAL USE ONLY

DDI- 03826X-8

31 JUL 1986

MEMORANDUM FOR: Deputy Director for Administration

FROM:

Director of Personnel

STAT

SUBJECT: Design of a New Agency Job Evaluation  
and Compensation System

1. This memorandum is to confirm and amplify on our discussion of 28 July on the steps we must take to carry out the Director's decision to design and implement a new compensation system for the Agency within the next two years. Your approval of the recommendations listed in paragraph 6 is requested.

2. Given the complexity of the tasks, and because speed is of the essence, you inquired whether we might amend the existing contract with TPF&C, to design and implement the new secretarial system, by adding an additional 34 occupations. Accordingly, we have discussed with TPF&C the possibility of adding tasks to the existing contract, or writing a new contract and were informed that, in either case, TPF&C is ready to begin work on the project immediately and is optimistic that we can be at the implementation stage for all Agency occupations within 18 months.

3. We also discussed with TPF&C our interest in putting the job design of the ADP and Case Officer occupations at the top of the list and implementing an alternative pay system for these occupations as soon as possible. With the understanding that adjustments to the internal position alignment and the structure of the pay plan may have to be made with the completion of the total Agency plan, TPF&C will be able to help us structure a pilot program for these two occupations with an implementation date as early as the end of this calendar year.

4. In sum, with the \$100,000 we have committed in this fiscal year for external consultant support (\$30,000 which is available from an existing contract, and \$70,000 of new money), we can begin almost immediately the overall program design.

5. The following is a recap of the resources which we will require to accomplish the task of designing and implementing a new job evaluation and compensation system for the Agency:

a. CONSULTANT SUPPORT: TPF&C will be brought in on a sole source contract to perform the work stated in the attached work plan. For the \$100,000 committed in this fiscal year, the consultant will assist PMCD in designing and conducting the job analysis of approximately 35 Agency occupations, and will assist us in the development of a pilot compensation

ADMINISTRATIVE - INTERNAL USE ONLY

## ADMINISTRATIVE - INTERNAL USE ONLY

SUBJECT: Design of a New Agency Job Evaluation  
and Compensation System

program for ADP occupations and Operations Officers. In FY-87, an additional \$300,000 will be required to complete the design of the job evaluation system, the compensation and benefit structure, the administrative procedures, and the implementation plan.

b. PMCD RESOURCES: PMCD will discontinue its position management survey program and will commit twelve PMCD officers to work with the external consultant and with the Agency subject matter experts from each occupation to be evaluated.

c. COMPUTER SUPPORT: Computer support is required in order to satisfy the stringent time deadlines involved in the project.

We will require two tempested IBM 3270 PC/ATs and one tempested printer (\$32,000) [ ] for use by Agency staff as well as the external consultant in the statistical modeling and forecasting and the preliminary cost projections for the implementation of the new pay system. This will allow the consultant to use existing software packages for factor evaluation and marketplace salary comparisons.

STAT

We also will need to use two IBM PC/ATs (\$17,000) at Headquarters which can access the mainframe systems.

In addition to the above, and essential to the overall success of the project, is the assignment of six computer-trained personnel.

We will need an experienced senior Agency Operations Research Analyst plus three senior computer specialists familiar with Agency systems to work with PMCD and the external consultant to design computerized cost projection models, conduct statistical analysis of the classification data, develop an automated performance evaluation system and position classification system, develop an automated compensation maintenance system and make necessary modifications to other computerized personnel databases impacted by the new system.

We will need two clerical personnel knowledgeable in the use of the IBM PC to input the data collected during the program.

Finally, the Office of Information Technology will need to implement necessary system changes to support an automated classification and performance appraisal system.

d. OFFICE OF FINANCE SUPPORT: The Office of Finance will need to designate a point of contact to work with PMCD and the consultant to assess potential impact on the payroll and finance systems, and to initiate necessary changes to meet implementation deadlines.



ADMINISTRATIVE - INTERNAL USE ONLY

SUBJECT: Design of a New Agency Job Evaluation  
and Compensation System

e. OFFICE OF MEDICAL SERVICES SUPPORT: We will require support from the Office of Medical Services' (Psychological Services Division) research psychologists in the development of the performance standards and performance evaluation systems required by the new compensation program.

f. AGENCY SUPPORT: Five or six subject matter experts from each of the occupations to be evaluated will need to be made available to work with PMCD full time for approximately two weeks and then on an intermittent basis as needed during the job analysis phase of the program.

g. SENIOR MANAGEMENT SUPPORT: A working group will need to be constituted to assist the Office of Personnel and its consultant in reaching conclusions concerning the internal alignments of the various occupations.

6. Your approval of the following recommendations is requested.

- a. Consultant support and funding as described in paragraph 5a.
- b. Computer support as described in paragraph 5c.
- c. Office of Finance support as described in paragraph 5d.
- d. Office of Medical Services support as described in paragraph 5e.



STAT

Attachment

ADMINISTRATIVE - INTERNAL USE ONLY

SUBJECT: Design of a New Agency Job Evaluation  
and Compensation System

Recommendation a

APPROVED (✓)

DISAPPROVED ( )

Recommendation b

APPROVED (✓)

DISAPPROVED ( )

Recommendation c

APPROVED (✓)

DISAPPROVED ( )

Recommendation d

APPROVED (✓)

DISAPPROVED ( )

Approved as noted:

Deputy Director for Administration

STAT

5 Aug 86  
Date

ADMINISTRATIVE - INTERNAL USE ONLY

DRAFT WORK PLAN

The significant phases of the job evaluation program are summarized below:

Project Guidelines:

- a. The Office of Personnel will be provided with sufficient qualified manpower and computer equipment (personal computers with "tempest" protection, and adequate access to mainframe terminals with sufficient programming resources to develop databases and systems required from the program).
- b. PMCD will no longer conduct office-wide position management surveys. For the duration of the program, PMCD will be dedicated to the development of the new compensation system, continuation of the secretarial job enrichment program and maintenance of essential current pay and classification programs. Components will be granted the flexibility to make adjustments in their organizations within their current average grade to maintain the currency of Staffing Complements, with cursory reviews by PMCD to assure equity is maintained. If upgrades are required, PMCD will provide the necessary support on a prioritized basis.
- c. Career Services will commit subject-matter experts to serve on the job analysis panels for the occupations being evaluated.
- d. The DDA will identify funding for an external consultant to assist in the design and implementation of the program.

PHASE ONE - PROJECT INITIATION:

- a. Obtain concurrence of the proposed work plan. Establish a 5 member task force of senior representatives from the Directorates and the DCI area to assist the Office of Personnel and its consultant in reaching conclusions concerning the internal alignments of the various occupations. Provide briefings to the EXCOM and Task Force on the proposed methodologies.
- b. Appoint and indoctrinate a PMCD action group which will be responsible for the technical aspects of the program.
- c. Develop schedule of steps where consultant interaction, validation and review of proposed actions will be required.
- d. Develop an internal communications process to keep Agency employees informed about the progress of the job evaluation program.

*Who?  
(I think I know)*

ADMINISTRATIVE - INTERNAL USE ONLY

ADMINISTRATIVE - INTERNAL USE ONLY

PHASE TWO - JOB ANALYSIS:

- a. The Task Force will review the proposed 35 benchmark occupations which are representative of Agency functions and responsibilities. The Heads of the five Career Services will propose and assign subject matter experts for the job analysis panels which will evaluate each of these occupations.
- b. Panel leaders from PMCD will be briefed by the consultant on the methodology to be used in data identification and collection.
- c. The job analysis panels will evaluate each benchmark occupation.
- d. PMCD and the consultant will analyze all data, identify the common and unique job factors, and establish the levels of responsibility for each benchmark occupation.

PILOT PROGRAM (concurrent with Phase Two):

- a. The consultant and PMCD will evaluate data on the ADP and Case Officer occupations collected by the job analysis panels to identify common and unique job factors and levels of responsibility within the occupations.
- b. The consultant will conduct marketplace comparisons using private sector and federal sector data to establish a total compensation program.
- c. The consultant and PMCD will establish tentative linkage points to other Agency occupations consistent with available marketplace data.
- d. The consultant and PMCD will develop procedures for conversion, implementation and the administration of the new compensation system for the pilot program.

PHASE THREE - JOB EVALUATION

- a. The consultant and PMCD will develop an internally consistent job evaluation plan which reflects Agency requirements and Agency unique job factors for review by Task Force.
- b. The consultant and PMCD will apply the job evaluation plan to all benchmark occupations to identify job responsibility and skill levels required to satisfy Agency objectives.
- c. PMCD will evaluate nonbenchmark occupations against the job evaluation plan.
- d. The consultant and PMCD will review the occupational rankings with the Task Force and seek Agency approval of the job evaluation plan.

ADMINISTRATIVE - INTERNAL USE ONLY

PHASE FOUR - COMPENSATION SYSTEM DEVELOPMENT:

- a. The consultant will conduct marketplace analysis of available benchmark occupations.
- b. The consultant will identify link points between benchmark occupations and marketplace values to construct the compensation system.
- c. The consultant and PMCD will establish the linkage between the proposed Agency compensation structure and that of other Federal compensation systems.

PHASE FIVE - ADMINISTRATIVE PROCEDURES:

- a. The consultant and PMCD, using the pay and benefits schedules developed in Phase Four, will assign compensation levels for all occupations based on internal and marketplace values and seek approval by Agency management.
- b. The consultant and PMCD will evaluate current Agency premium pay policies and recommend policy changes required to implement and administer the new compensation system.
- c. The consultant and PMCD, in consultation with the Comptroller, will develop procedures for performance reviews, performance-based pay adjustments, and budgetary linkages for operation of the system.

PHASE SIX - IMPLEMENTATION/ADMINISTRATIVE PROCEDURES:

- a. The consultant will develop documentation for maintenance of the new compensation system.
- b. The consultant and PMCD will develop implementation procedures and conversion criteria.
- c. PMCD will compute short-term and long-term costs projections for administration of the new salary program.
- d. Agency management will advise OMB and the Congressional oversight committees of the proposed implementation of the new compensation system.
- e. PMCD and Agency management will communicate the details of the new system through briefings, managerial education, and a variety of publications.

# BENCHMARK OCCUPATIONS

Administrative Assistant  
Attorney - General Counsel  
Budget and Finance Officer  
Computer Operator  
Computer Programmer  
Computer Systems Analyst  
Document Analyst  
Electronic Engineer  
Electronic Specialist/Technician  
Economist  
Editorial Assistant  
Engineer  
Imagery Analyst  
Imagery Scientist  
Information Control Officer/Assistant  
Information Resource Officer  
Instructor - Foreign Language  
Intelligence Analyst  
Intelligence Officer - Foreign Broadcast  
Intelligence Officer - Foreign Documents  
Intelligence Officer - General  
Intelligence Operations Research Assistant  
Intelligence Assistant  
Logistics Officer  
Medical Officer  
Operations Officer  
Operations Support Analyst  
Personnel Officer/Assistant  
Physical Scientist - Research  
Polygraph Officer  
Project Management Engineer  
Reports and Requirements Officer  
Secretary  
SIGINT Officer  
Telecommunications Officer